



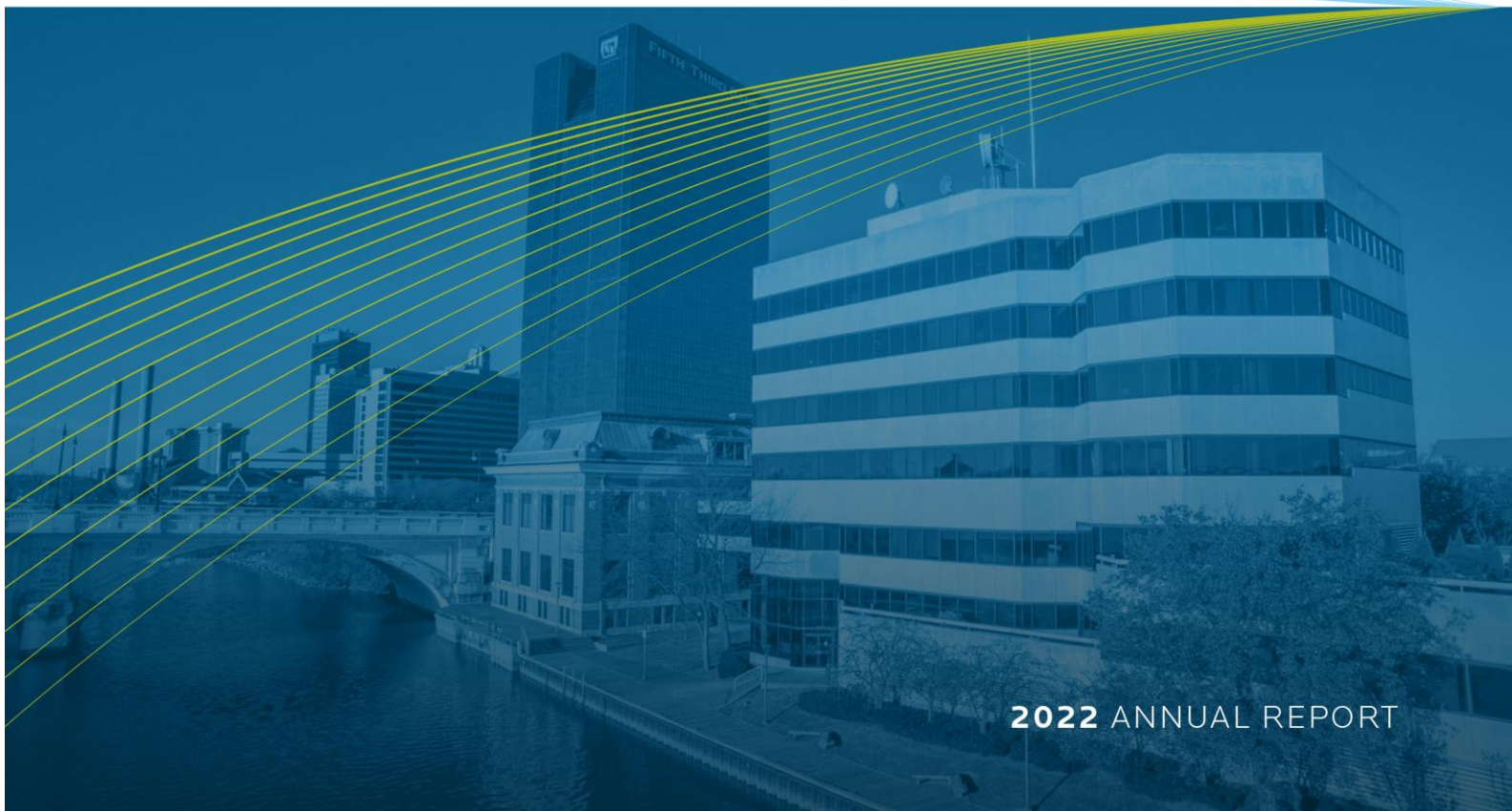
TOLEDO | LUCAS COUNTY
PORT AUTHORITY

2023 AAPA Communications Awards

Toledo-Lucas County Port Authority 2022 Annual Report

Annual Reports

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2022 ANNUAL REPORT

Summary

The Toledo-Lucas County Port Authority’s comprehensive annual report was produced to highlight the Port’s robust year in 2022, including several key initiatives, projects, and accomplishments.

1. What are/were the entry’s specific communications challenges or opportunities?

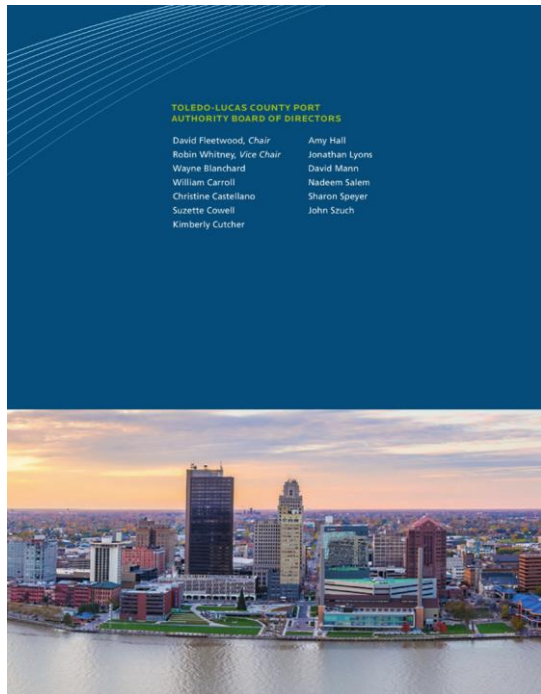
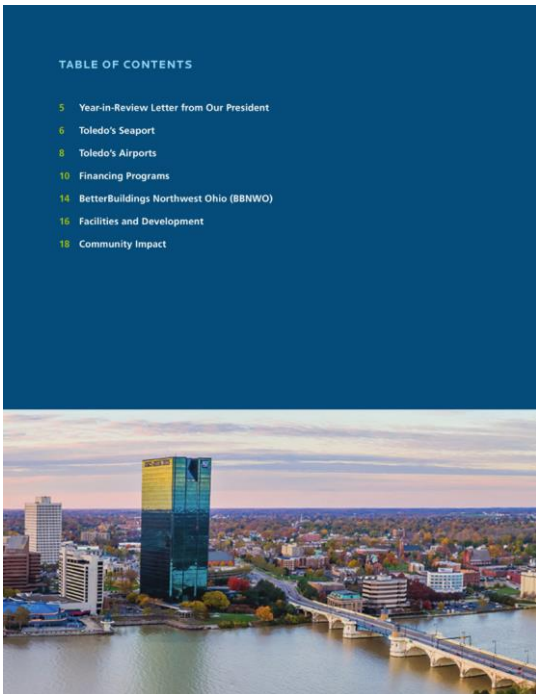
The Toledo-Lucas County Port Authority is a diverse organization that is involved in the community in many ways, including transportation, financing, and economic development. Therefore, the Port Authority’s audiences are diverse. The Port is well-known in the Toledo Region for managing the Port of Toledo and Eugene F. Kranz Toledo Express Airport, and a challenge is to build awareness on how the Port is involved in much more.

In an effort to communicate to the Port’s different audiences on the many different initiatives the Port is involved in, we created an annual report to highlight important

accomplishments and projects in 2022.

In the past, individual marketing campaigns have been created to promote each division of the Port. It had not been since 2018 that an all-encompassing Port Authority campaign had been created where the tagline *More Than a Port* was established.

After monitoring social communication on Facebook, Instagram, Twitter, and comments on local news outlets’ stories, it became clear most of the community were unaware of the impact the Port Authority has on the region.



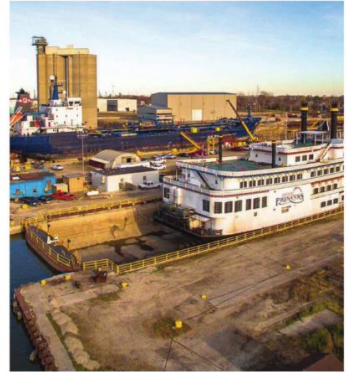
The Toledo-Lucas County Port Authority manages several financing programs, including offering microloans in the amount of \$500 all the way up to multi-million-dollar bond deals. Additionally, the Port Authority has a nationally recognized energy efficiency program, where it provides energy efficiency upgrades to existing commercial facilities and the building owner pays for these upgrades through a special assessment on the property tax of the building.

The Port Authority is also very engaged in brownfield redevelopment in the Toledo Region, purchasing several vacant brownfield sites, remediating the land, and preparing it for new development opportunities, thus creating jobs and new opportunities for the region.

The Port Authority has various community programs where it offers grants to local nonprofits to improve neighborhoods by creating jobs; as well as the Diversified Contractors Accelerator Program, a program that offers access to bid, performance, and payment bonds to contractors who are unable to obtain bonding through traditional sources and offers access to capital for the purchase of materials and payment of labor costs.

The Port Authority also owns three office buildings in downtown Toledo, comprising of One Maritime Plaza, Two Maritime Plaza, and One Government Center.

Lastly, the Port Authority manages the Dr. Martin Luther King, Jr. Plaza, home to both

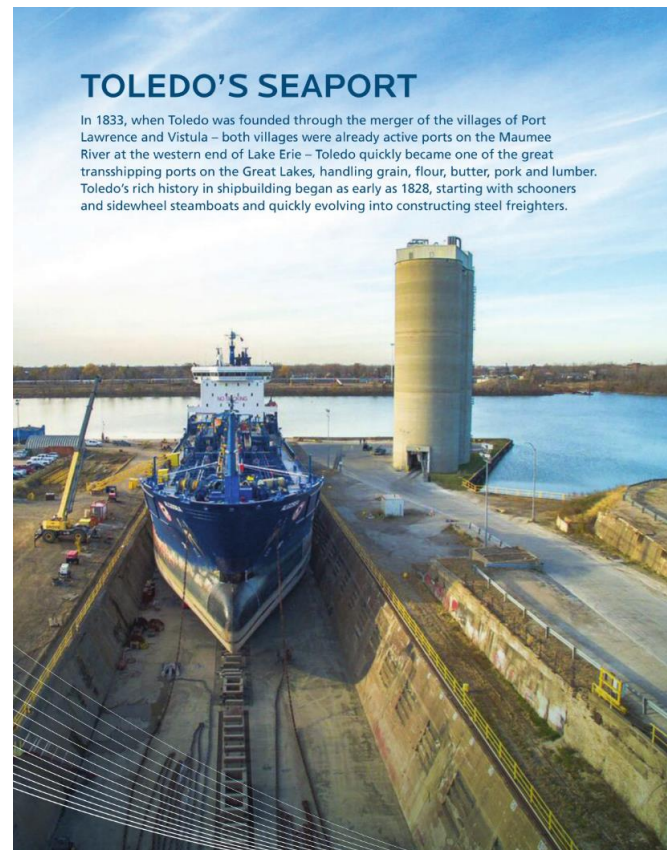


Amtrak and Greyhound, as well as the downtown Toledo parking garages and on-street metered parking.

A challenge became packaging this information in an informative, attractive way that would appeal to different audiences. Furthermore, we chose to highlight projects that directly affected different audiences, including jobs created in the region and improvements that would affect the community. In addition, we used a variety of high resolution, appealing images the audience would recognize, as well as behind-the-scenes images that are not commonly available to the public.

Major Internal and External Factors

- **Internal**
 - Writing the technical information in a way that is appealing to audiences and easy to comprehend.
 - Choosing which projects and accomplishments to highlight.
 - Working with multiple teams to create one cohesive report.
 - Adapting the report to a format that is appropriate for print and digital.
- **External**
 - Reaching our audiences where they are actively receiving information, as each division has a different audience.
 - Communicating with and a 3rd party creative agency to reach project deadlines.
 - Due to the small production budget, the Port Authority drafted all written content and provided all photography.



2. How does the communication used in this entry map back to the organization's overall mission?

When the Toledo-Lucas County Port Authority was established in 1955, the Port Authority's sole responsibility was the oversight of the Port of Toledo; and approximately 23 years later, the Port Authority took over management of Eugene F. Kranz Toledo Express Airport and Toledo Executive Airport. The Port Authority's history shows the organization was mainly focused on transportation in the region; however, the Port Authority has greatly transformed over the past 30 years to include new economic development initiatives and programs to increase job opportunities for the region. Because the Port Authority has transformed, the Port Authority's Board of Directors decided it was time to change the decade's long mission statement to better reflect the current initiatives of the Port Authority.

**BETTERBUILDINGS
NORTHWEST OHIO**

The BetterBuildings Northwest Ohio program (BBNWO) launched in 2010 to spearhead energy efficiency building retrofits in our community. Since inception, BBNWO has provided financing for 175 energy improvement projects in the total amount of \$53.7 million. Today, the program's success in Property Assessed Clean Energy (PACE) financing has made it a model for communities across the United States.



In 2016, the following mission statement was created:

The Toledo-Lucas County Port Authority's mission is to develop expertise and assets that drive and grow the region's transportation and logistics infrastructure and its economic prosperity for all.

The Port Authority has been connected to the local community for 65 years and counting, and a challenge remains how to communicate everything we do in a way that is all-encompassing and appealing to audiences. This challenge influenced the creation and design of the Annual Report. Staying true to the mission, the Port highlighted projects, accomplishments, and assets that directly, positively affect audiences. The purpose of the Annual Report is to also inform our audience of the various programs available.

3. What were the communications planning and programming components used for this entry?

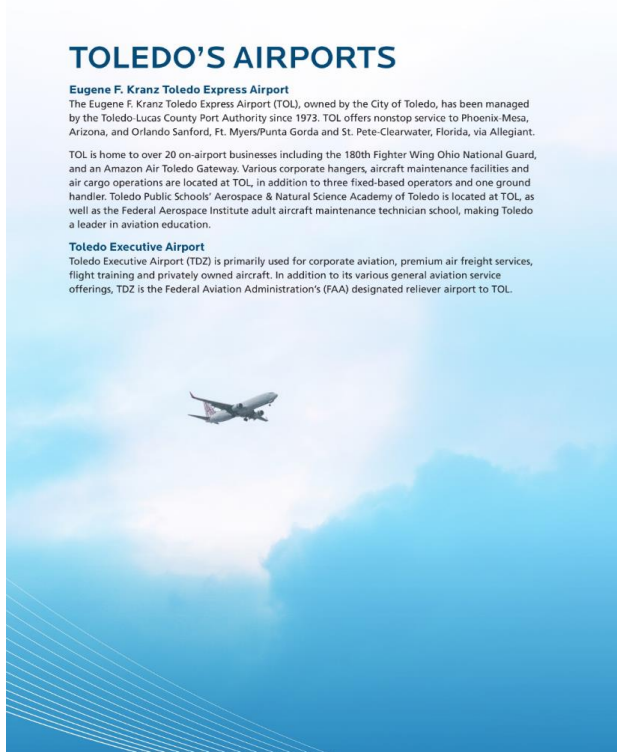
Goals

- Increase awareness amongst the audiences listed below.
- To further promote the *More Than a Port* tagline.
- To highlight various accomplishments, community involvement initiatives, and impact the Port Authority had on the community in 2022.

TOLEDO'S AIRPORTS

Eugene F. Kranz Toledo Express Airport
The Eugene F. Kranz Toledo Express Airport (TOL), owned by the City of Toledo, has been managed by the Toledo-Lucas County Port Authority since 1973. TOL offers nonstop service to Phoenix-Mesa, Arizona, and Orlando Sanford, Ft. Myers/Punta Gorda and St. Pete-Clearwater, Florida, via Allegiant. TOL is home to over 20 on-airport businesses including the 180th Fighter Wing Ohio National Guard, and an Amazon Air Toledo Gateway. Various corporate hangers, aircraft maintenance facilities and air cargo operations are located at TOL, in addition to three fixed-based operators and one ground handler. Toledo Public Schools' Aerospace & Natural Science Academy of Toledo is located at TOL, as well as the Federal Aerospace Institute adult aircraft maintenance technician school, making Toledo a leader in aviation education.

Toledo Executive Airport
Toledo Executive Airport (TDZ) is primarily used for corporate aviation, premium air freight services, flight training and privately owned aircraft. In addition to its various general aviation service offerings, TDZ is the Federal Aviation Administration's (FAA) designated reliever airport to TOL.





Measurable Milestones

- The Port Authority distributed the Annual Report in digital format to over 5,000 email subscribers via ConstantContact.
 - The annual report received a 27% open rate resulting in a top-tier category.
 - According to Constant Contact, a digital and email marketing platform, an open rate between 15-25% is favorable.
- The Port Authority posted the Annual Report to its website, Facebook, Twitter, and LinkedIn pages.
 - Combined total followers to an audience of over 16,000 followers.
 - Followers on all three social media platforms continue to increase.

Primary and Secondary Audiences

1. Stakeholders/Board of Directors
2. Community Leaders & Elected Officials
3. General Public
4. Media

4. What actions were taken and what communication outputs were employed in this entry?

Strategy

Due to the diverse nature of the Port Authority’s operations, the strategy was to select only those endeavors and accomplishments we felt our audiences would connect most with. Of the content chosen for the annual report, the internal team wrote it in a succinct and cohesive manner to capture the audience’s attention.

Attention was also focused on the visuals included in the report to remain aesthetically appealing in a manner to not overwhelm the reader.

Tactics & Implementation

The Port Authority partnered with a well-known creative agency with offices in Toledo and Columbus, Ohio, to create the Annual Report. The Port Authority’s internal leadership team met to discuss what content would be included, and in an effort to work within the Annual Report’s small budget, the communications team drafted the entire report and provided both the content and photos to the creative agency to design.

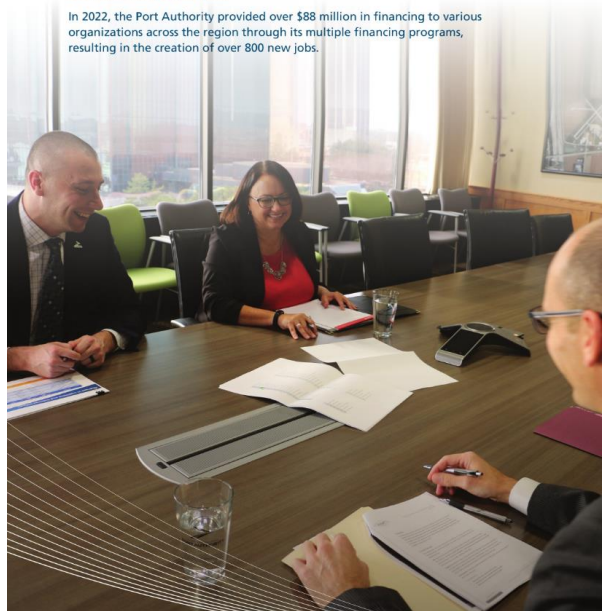
This Annual Report was the first report created at the Port Authority in approximately 20 years; therefore, the team was tasked with developing the report without a previous roadmap. The idea to create an Annual Report occurred in December 2022 and the team spent the month of January 2023 drafting content and developing the report.

The Annual Report was distributed in the beginning of February 2023 in primarily digital format and via print to approximately 100 stakeholders.

FINANCING PROGRAMS

The Toledo-Lucas County Port Authority has developed a national reputation for innovative business financing, assisting over 600 economic development projects representing a total investment of more than \$2 billion while helping to create and retain nearly 20,000 jobs.

In 2022, the Port Authority provided over \$88 million in financing to various organizations across the region through its multiple financing programs, resulting in the creation of over 800 new jobs.



5. What were the communications outcomes from this entry and what evaluation methods were used to assess them?

The audience feedback we received from all primary and secondary audiences was favorable. In addition to positive feedback regarding the design of the annual report, the main comment the Port Authority received was how surprised readers were to learn of the diversity of the Port Authority’s operations, its impact on the community, and the realization that the Toledo-Lucas County Port Authority is *More Than a Port*.

